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UNCLAS SECTION 01 OF 02 OTTAWA 002105

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STATE FOR ECA/PE/V/R/W - EWILKES-SCOTT

STATE FOR WHA/PDA - JANE CARPENTER-ROCK

STATE FOR WHA/CAN - TERRY BREESE

STATE FOR H

STATE PASS HUD FOR KAREN E. DALY

APP WINNIPEG MESSAGE 2005/06

E.O. 12958: N/A

TAGS: [OEXC](#) [PREL](#) [CA](#)

SUBJECT: FY 2005 IVLP EVALUATION: GORD STEEVES; JANUARY 30 - FEBRUARY 19, 2005; U.S. MUNICIPAL MANAGEMENT

Ref: [A] State 188314, 259032, [B] Ottawa 2285

[1](#)1. Summary: Program evaluation for International Visitor Leadership Program grantee Gord Steeves. End summary.

[1](#)2. MPP Theme Addressed: Open Markets, Mutual understanding. Strategic Goal: Economic Prosperity.

[1](#)3. Post Objectives: For Mr. Steeves to learn about the efficient operation of municipalities and how successful U.S. cities have managed to thrive in the face of real diversity and financial constraint through the study of:

-- Progressive municipal funding models, including the implementation of economic growth based revenues such as user-pay systems and sales-type taxation.

-- Land use planning with long term financial benefit - such as full costing on development and mixed-use zoning - and the long-term policy documents that support them.

-- Infrastructure partnerships with other levels of government and with the private sector and the funding models used.

-- Alternate service delivery of basic civic services that include union involvement in contracting out as well as equitable methods of service abandonment.

-- The cost effective delivery of fire and policing services with emphasis on preventative and community type services.

[1](#)4. Results: Steeves reported that the program exceeded even the high expectations he had set for it before he left home. Not only did it thoroughly cover his professional areas of interest by giving him a solid overview of municipal management in several regions of the United States, but the experience he gained by getting to know the United States and its people was an unexpected bonus and gives him a much better understanding of the country. He also greatly valued the opportunity to learn more about U.S. federalism and how policy is made in the United States.

The highlight of Steeves' IVLP was attending the State of the Union address. He is most appreciative to the organizers at the Meridian International Center for securing this once-in-a-lifetime opportunity for him. Steeves is a self-confessed "political junkie" and to have the opportunity to watch the President deliver the State of the Union Address is an experience he will never forget. Steeves found the security process for gaining access to the Chamber daunting - even by Washington standards. On the advice of his hosts, he started the procedure several hours in advance - beating the biggest rush - and proceeded through multiple layers of screening and checking of documents. But in the end, he fully understands the needs for such precautions and said it was more than worth it.

The school visits were another highlight of the trip. At Steeves' request, Post recommended that Steeves be given the opportunity to speak to school groups during his program. During the course of his program, he spoke to classes in three cities (Washington, Indianapolis and Seattle) and thoroughly enjoyed all of them. He found the students bright, articulate, well informed and very interested in learning about Canada and discussing current issues.

Steeves especially enjoyed his meetings with city councillors and other elected officials during his IVLP, and wishes that his schedule had permitted him to spend even more time in these meetings. He mentioned specifically a meeting he had with city councillors in Indianapolis. Steeves found it very useful to

hear the perspective of American elected officials on the political process and how policy is developed and implemented, especially with respect to alternative service delivery models and service abandonment, while maintaining vital core services. Unfortunately, Steeves was in the middle of a particularly busy day and had to leave after only 30 minutes in order to make his next appointment. On that particular day, he had eight meetings in a row, and he said he felt bad because he was having trouble keeping on schedule and was late for several of the meetings.

Steeves noted however that throughout most of the program, he had ample free time that allowed him to reflect on the meetings he had taken part in and prepare for future meetings, do a bit of exploration of the cities and neighborhoods, and catch up on his emails and a few phone calls. On average he found the pace about right.

Steeves also enjoyed the home hospitality he was treated to in Seattle and San Diego. He enjoyed his hosts, and appreciated the opportunity to visit with them outside the formal part of the program. He plans to keep in touch with his home hospitality hosts and several other people he was introduced to outside of the daytime program. Steeves extended an invitation for them to visit Winnipeg, but is not aware of anyone who plans to come here in the near future. He noted that no one knew much about Winnipeg, but everybody seemed quite interested in hearing more about life here and the issues the city is dealing with.

Steeves was surprised to learn about the amount of government involvement and regulation in Americans' lives. He thought the role of government in the United States would be more limited, but he found it was more similar to Canada than he expected. He was amazed at the "layer on top of layer" of government in the United States, where an urban resident will have five or six levels of government to deal with: city, county, metropolitan and/or regional, state and federal - and each has representatives with an elected mandate to represent the population. He was less surprised by the quantity of elected officials - politicians, judges, auditors, etc - and appreciated the opportunity his IVLP gave him to learn about how all these individuals and layers of government interact to make policy and provide services.

Steeves was interested to learn about the variety of revenue sources available to U.S. cities, including a variety of sales taxes and user fees that are not available to Canadian cities. He was intrigued by the citizen initiative process in Seattle that can be used to raise money for special projects, such as libraries.

Another highlight of Steeves' IVLP was the opportunity to take in a high school basketball game in Seattle one evening. He was very impressed with the skills level of the players, the size of the crowd and the extent that they were involved in the game.

Steeves plans to stay in touch with many of the people he met during his IVLP and mentioned three in particular: Jim Brooks of the National League of Cities (Steeves saw Brooks again a few weeks after his program at a Canadian municipal meeting), City Councillor Rozelle Boyd in Indianapolis, and Ellis Hankins of the North Carolina League of Municipalities.

Logistically, Steeves was very pleased with how smoothly everything went. He commended Erica and Amal at Meridian for setting up an excellent program that ran very well. It went so well that he needed very little assistance from them. There were no problems with hotels, flights, or cars. There was only one no-show for a meeting (in Raleigh). On rental cars, Steeves noted that they were expensive and a "hassle" for parking and dropping off on his way to the airport. He told us that he didn't really need a car in San Diego or Indianapolis, although he did find the car useful in Seattle.

15. APP WINNIPEG SENDS.